



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
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WASHINGTON DC 20350-2000

OPNAVINST 5420.112A
N095
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OPNAV INSTRUCTION 5420.112A

From: Chief of Naval Operations

Subj: OPERATIONAL SUPPORT OFFICER

Ref: (a) DoD Directive 1200.17 of 29 October 2008
(b) DoD Instruction 1235.12 of 7 June 2016
(c) DoD Instruction 1205.18 of 12 May 2014
(d) OPNAVINST 5400.45
(e) NAVPERS 15839I

1. Purpose. To provide guidance to commands on the roles and responsibilities of operational support officers (OSO). This revision updates policy, emphasizes the OSO's role in Navy Reserve Component (RC) integration, and aligns with current Department of Defense (DoD) guidance. This instruction is a complete revision and should be reviewed in its entirety.
2. Cancellation. OPNAVINST 5420.112.
3. Applicability. This directive applies to all Navy organizations that utilize Navy Reserve resources.
4. Background. The Navy Reserve preserves strategic depth and delivers relevant operational capability to rapidly increase the agility and lethality of the total force. Navy Reserve Sailors are ready and accessible, providing unique skills and surge capacity to joint forces through the full range of military operations. The OSO is the primary officer responsible for managing RC assistance and support to supported commands, which include shore and operational Navy commands, joint commands, headquarters staffs, and Government agencies.
5. Discussion. This instruction provides guidance to leaders of supported commands for the optimal use of assigned OSOs. The primary functions of an OSO are to facilitate access to reserve resources and efficiently utilize them to accomplish the command's mission. OSOs serve as the principle advisor to commanders in fulfilling requirements set forth in references (a) and (b).
 - a. OSO duties should be accomplished by full-time support (FTS) personnel per reference (c), and primary OSO billets should be coded for assignment by Selected Reserve (SELRES) personnel serving on permanent active duty as FTS officers.

b. Senior OSOs are normally captains (O-6) or commanders (O-5), who provide Reserve management expertise, in-depth operational experience, and principal organizational support to advise flag or general officers, senior executives, commanders, and commanding officers. To effectively carry out their responsibilities and ensure maximum RC access and integration, senior OSOs should be assigned as chiefs of staff, assistant chiefs of staff, special assistants, or equivalent positions within their commands. Pillar OSOs are senior OSOs assigned to upper echelon commands, and designated by Commander, Navy Reserve Force (COMNAVRESFOR) to coordinate and distribute Reserve funding resources to OSOs assigned to sub-echelon commands.

c. Action officer OSOs are normally lieutenant commanders (O-4) or lieutenants (O-3), who provide Reserve management expertise, continuity, and daily support at the department head or divisional levels. These officers should be assigned as deputy special assistants, department heads, assistant department heads, division officers, or equivalent positions within their commands.

d. Deputy OSOs are officers assigned to commands to assist primary OSOs in the execution of their duties and responsibilities.

e. Enlisted FTS personnel may be assigned to support OSOs and specific RC requirements. These Sailors are highly qualified and skilled in Navy Reserve administration, pay and personnel systems, and order writing systems.

f. OSO billets should be assigned to echelon 1 through 3 Navy commands, as defined by reference (d), joint commands, and Government agencies with significant numbers of Navy Reserve billets. Subordinate commands that lack specific OSO billets should coordinate RC support through their supporting OSO as determined by COMNAVRESFOR.

6. Action

a. The Chief of Navy Reserve (OPNAV N095) will oversee and provide advice to the Chief of Naval Operations regarding policy for the OSO program.

b. Supported commands must:

(1) ensure that personnel filling specific OSO billets are assigned OSO responsibilities as their primary duty.

(2) provide OSOs with the necessary authority and support staff to carry out OSO functions.

(3) involve OSOs in planning, programming, budgeting, and execution decisions and integrated priority list development to maximize RC integration, mobilization readiness, and operational support.

(4) routinely review OSO billets at the senior officer, action officer, and enlisted levels. Ensure OSO distribution, rank, and administrative support is commensurate with the scope and scale of RC support required. OSO workload, responsibility, and command RC composition should be considered during the review.

(5) evaluate the performance of officers and enlisted personnel assigned to OSO positions. Due to the unique designators of FTS and SELRES personnel, performance fitness reports and evaluations will often lack competitive “hard” rankings. Supported commanders should provide competitive “soft” break-outs in fitness report and evaluation remarks to document the Service member’s potential for increased responsibilities and career progression.

(6) per reference (e), volume I of October 2018, major manpower claimants will identify OSO billets on activity manning documents with the title "Operational Support Officer" and the “9090” Navy officer billet classification code. Deputy OSO billets and other OSO assistant billets will be listed per reference (e), volume I of October 2018.

c. COMNAVRESFOR must:

(1) manage and publish guidance for the execution of the OSO program.

(2) serve as the primary Navy Reserve point of contact for OSOs and provide assistance to supported commands on effective utilization of their assigned RC personnel.

(3) identify supporting OSOs to commands that lack specific OSO billets.

(4) provide RC budgeting and execution guidance.

(5) inform, communicate, and enforce relevant and applicable Navy Reserve policies.

(6) serve as liaison between OSOs and OPNAV N095.

(7) in coordination with Navy Personnel Command, maintain a current roster of personnel assigned to OSO billets to support detailing and placement.

(8) in conjunction with Navy Personnel Command and the Navy Reserve Professional Development Center (NAVRESPRODEVCON), select and train FTS officers for OSO assignment.

(9) assess commands and assigned OSOs on implementation of the OSO program, appropriate use of RC resources, and compliance with applicable policy and guidance.

d. NAVRESPRODEVCCEN must conduct formal OSO training and maintain a current OSO training syllabus approved by COMNAVRESFOR.

e. OSOs must:

(1) serve as the supported command's RC advisor and Reserve resources manager. Assist in facilitating total force constructs in the formulation, preparation, and execution of operations plans, policies, and procedures.

(2) actively participate in the supported command's requirements generation process; development of integrated priority lists; and the planning, programming, budgeting, and execution of funding.

(3) coordinate with COMNAVRESFOR via the assigned Pillar OSO for Reserve manpower and funding resources.

(4) prepare and implement an integrated Reserve mobilization plan and operational support plan that will include training schedules and requirements for assigned Navy Reserve units, detachments, and personnel.

(5) facilitate supported command access to RC assets and schedule and coordinate Reserve training opportunities to maximize operational support.

(6) ensure Reserve training prioritizes mobilization readiness to meet the supported command's mobilization plan.

(7) assist supported command manpower departments with the management of RC billets to maximize the RC's capability and capacity to meet the command's mobilization and operational support requirements.

(8) advise supported command planners on incorporation of RC units and personnel into operations plans and time-phased force deployment data.

(9) complete the required OSO training provided by NAVRESPRODEVCCEN en route to (or within 6 months of reporting to) OSO duty.

7. Records Management

a. Records created as a result of this instruction, regardless of format or media, must be maintained and dispositioned per the records disposition schedules located on the Department of

the Navy/Assistant for Administration (DON/AA), Directives and Records Management Division (DRMD) portal page at

<https://portal.secnav.navy.mil/orgs/DUSNM/DONAA/DRM/Records-and-Information-Management/Approved%20Record%20Schedules/Forms/AllItems.aspx>.

b. For questions concerning the management of records related to this instruction or the records disposition schedules, please contact the local records manager or the DON/AA DRMD program office.

8. Review and Effective Date. Per OPNAVINST 5215.17A, OPNAV (N095) will review this instruction annually around the anniversary of its issuance date to ensure applicability, currency, and consistency with Federal, Department of Defense, Secretary of the Navy, and Navy policy and statutory authority using OPNAV 5215/40 Review of Instruction. This instruction will be in effect for 10 years, unless revised or cancelled in the interim, and will be reissued by the 10-year anniversary date if it is still required, unless it meets one of the exceptions in OPNAVINST 5215.17A, paragraph 9. Otherwise, if the instruction is no longer required, it will be processed for cancellation as soon as the need for cancellation is known following the guidance in OPNAV Manual 5215.1 of May 2016.



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Chief of Navy Reserve

Releasability and distribution:

This instruction is cleared for public release and is available electronically only via Department of the Navy Issuances Web site, <https://www.secnav.navy.mil/doni/default.aspx>